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November 5, 1908.

Mr. F. A. Fenn,

Kooskia, Idaho.

Dear Mr. Fenn:

The Forest Service will establish on December 1, 1908, District Offices, each in charge of a District Forester, in six western cities as follows:

District	Headquarters	District Forester in Charge
1	Missoula, Mont.	W. B. Greeley
2	Denver, Colo.	Smith Riley
3	Albuquerque, N. Mex.	A. C. Ringland
4	Ogden, Utah	Clyde Leavitt
5	San Francisco, Cal.	F. E. Olmsted
6	Portland, Oreg.	E. T. Allen

The boundaries of the Districts will coincide with the present Inspection Districts.

A supply of notices of the establishment of the District Offices is being sent you under separate cover. These notices are for the information of the public, and you should send them to the principal users of your Forest and have them posted in railroad stations, mining camps, and ranching settlements within your Forest and in its neighborhood. Notices for posting will be sent direct from this office to all postmasters, county clerks, local land officers, and Surveyor Generals' offices in the National Forest States. Please bring the organization of District Offices to the attention of the local newspapers.

Under the District organization, all business now transacted with the Washington Office will be transacted with the District Office. All correspondence, reports, and papers which the Use Book or subsequent instructions now provide that you should send to the Forester, will hereafter be sent to the District Office, from whose officers you will receive your instructions.

The clerical force assigned to the District Offices will leave Washington on December 1, and the records being transferred will be shipped on November 28. While the clerical force and the records are en route, business will necessarily be interrupted. Consequently you must expect some delay in the handling of matters received by your District Office between the time the clerical force and records leave Washington and are established at District headquarters. You

should begin to forward correspondence to the District Office when it can not reasonably be expected to reach Washington before November 27. You should send all accounts and correspondence dealing with fiscal matters for the month of November to the Washington office. But beginning with December all fiscal business, in common with other business, will be transacted with the District Office.

You will receive, about November 20, a "Manual of Procedure", which prescribes the routine under which you will transact business with the District Office.

As you are probably aware, the organization of District Offices is the culmination of a plan toward which the Service has been working steadily. It will increase the usefulness of your Forest and of all others by reducing delay, and by bringing you and your immediate superior officers into closer touch. It will also relieve the Washington Office of the heavy burden of routine which it now carries, and enable each one of us here to spend more time in field work on the Forests. This creation of the District Offices means that the administrative officers from Washington will see more of the field men than they have, and not less, and it will unquestionably increase the spirit and efficiency of the whole Service.

In establishing the District Offices, to whose officers you will hereafter be directly responsible, I count for them upon the loyalty and efficiency which have been characteristic of National Forest officers under the present organization.

Very sincerely yours,

/s/ Gifford Pinchot

Forester.